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APPRAISING COUNTY EXTENSION PROGRAMS*

I. SITUATION.

There is a recognized need for some device to measure the effectiveness of extension programs. Such a device will assist not only the supervisor in the training and guidance of extension agents, but also the agent in evaluating and improving his own work. "It is not quite fair to expect an employee to measure up to a standard unless we tell him from time to time just how well we believe that he had done this, -- just how far along the road to achievement of the standard he has travelled."** A device which evaluates the extension program is a more effective ~~supervision~~ "tool" than a rating sheet based on the personal traits and characteristics of the agents.

II. OBJECTIVE.

To develop a means of appraising an extension program, which may be used as a guide in determining the competence of the extension worker.

III. PROCEDURE.

In order to reach the above objective the following device has been set up which will give a measure of evaluation of the program. This is only a suggested pattern and must be modified by supervisors and agents to fit situations and conditions within any given State. At that time all terms which need definition will be defined. The degrees of measurement should be worked out on the basis of practices within the State.

IV. PHASES OF PLAN: Factors Which Contribute Toward an Effective Extension Program.

A. Who planned program.

1. Discussion of problems and needs with community leaders; to be followed by a meeting of community representatives sitting as a county committee. This is to be followed by a meeting of appointed special interest committeemen to prepare details of separate projects. All finally to be summarized by agent with county advisory (Extension) committee. Very good
2. Discussion of problems and drafting of program on county level by selected representatives from each township (community) and representatives of organizations and industries acting with county extension committee, serving as a program building committee. Good

* Supervision Workshop Report - Ohio State University, 1946

** "Supervising People" by George D. Halsey.

3. Discussion of problems and drafting of program by county advisory (Extension) committee. Fair
4. Program planned by agent through personal consultation with committeemen and leaders. Poor
5. Program planned by agent based on own judgment. Very poor

B. How was program built.

1. Full consideration of factual information, such as census, land-use studies, climatic conditions, health, roads, rural policies, educational facilities, etc., correlated with outlook information which give a picture of situation affecting rural life in the county. Good
2. Based on opinions and experiences of leaders. Fair
3. Built on agent's knowledge of situations without study and consideration of factual information. Poor

C. Objectives of program.

1. Statement of objectives based on problems and situations existing within county, in terms that can be measured, and stated in language easily understood. Very good
2. Statement of objectives based on problems and situations in county stated in general terms difficult to measure. Good
3. Statement of objectives not based on problems and situations within county. Fair
4. No statement of objectives.

D. Leadership pattern.

1. A systematic written plan for selecting, training, and use of leaders. Leaders selected by people. Leadership adequately distributed over county based on needs of the program. Very good
2. Same as No. 1, except leadership not adequately distributed over county based on needs of program. Good
3. Same as No. 2, except leaders selected by the agents. Fair
4. Same as No. 3, except no planned program for leadership training. Poor
5. No plan for the use of leaders in the program. Very poor

E. Organization.

1. Office management.

- a. Office organized as to personnel, equipment, records, etc., including delegation of responsibilities to trained office personnel so as to require the minimum of extension agent's time. Very good
- b. Office organization responsibilities carried by the extension agent with a minimum of delegation of responsibilities to trained personnel. Fair
- c. Agent assumes all responsibilities of office organization. Poor

2. Calendarization of field work; use of leaders.

- a. Field work calendarized and well planned, including delegation of responsibilities to trained local leaders and extension workers. Very good
- b. Field work calendarized and well planned, but lacks provision for use of cooperating leaders and extension workers. Fair
- c. Field work done on a hit and miss basis. No use of cooperating leaders or extension workers. Poor

3. Subject matter and teaching aids.

- a. Subject matter well prepared including teaching aids, such as charts, models, and demonstrational material. Very good
- b. Subject matter well prepared but lacking in teaching aids. Fair
- c. No organization of subject matter or preparation of teaching aids. Poor.

F. Execution of program.

- 1. Method used suitable for reaching objectives. Consideration for such methods as: method and result demonstrations; office and telephone calls; tours; achievement days; farm and home visits; visual aids; bulletins and all others pertinent to problems.
 - a. Suitable and sufficient selection of means and methods. Very good

- b. Suitable selection of means and methods but insufficient in variety. Good
- c. Sufficient variety of means and methods but not good selection Fair
- d. Selection of unsuitable means and methods and not sufficient in variety. Poor

2. Organizations and agencies used to carry out program.

- a. Sufficient organizations and agencies actively engaged in carrying out the program.
- b. Active organizations and agencies but insufficient in number to carry out programs. Good
- c. Sufficient organizations to carry out the program but not used to capacity. Fair
- d. Organizations insufficient and inactive. Poor

3. Influence and activity.

- a. Program reaches all geographical areas, income levels, specialized interests, and organizations. Very good
- b. Program reaches any three of above segments. Good
- c. Program reaches any two of above segments. Fair
- d. Program reaches only one or partially two of above segments. Poor

4. Program.

- a. Plans and activities in material (production) social and cultural fields. Very good
- b. Plans and activities in material and social (or material and cultural) fields. Good
- c. Plans and activities only in the field of materials (or production). Fair
- d. Plans and activities in social and cultural fields. Poor

G. Determining progress and results of the extension program.

1. A definite plan for measuring objectively the results of the extension program by taking into consideration the comparison of changes as determined by a summary of totals which are based on the separate communities involved; the results analyzed with and by those cooperating or responsible in the original establishing the program, and with a discussion of the needs for continuing the specific phases being demonstrated and/or recommended. A written report including all these considerations to be prepared and recorded. Very good
2. A definite plan for measuring and recording results by means of a summation of accomplishments through periodical checking and recordings of techniques, changes, and progress being made toward reaching the established objectives. Good
3. Measuring and recording results based on opinions and estimates of individual leaders and/or interested personnel. Fair
4. Statistical and narrative reports not based on any definite records or surveys. Poor



